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NASA Procedural Requirements

COMPLIANCE IS MANDATORY

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Request Notification of Change

(NASA Only)

Subject: NASA Correspondence Management and Communications Standards and Style w/Change 2 (1/21/2011)

Responsible Office: Art Maples (1)

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Chapter 4: Memorandums (Memos) (Formats)

4.1 Standard Memo

4.1.1 NASA policy is to use memos for internal (Agency-wide) use only. Letters are used for external and formal use; e.g., congratulations, retirement, condolence. Before preparing memos, study the figures in this chapter. These guidelines are standard features for correct memo formatting of correspondence within and among all NASA Centers, including Headquarters.

4.1.2 Administrator's Correspondence. See Appendix A: Administrator's Correspondence Preparation and Control, for specific instructions on preparing memos for the Office of the Administrator.

4.1.3 Stationery. Prepare all correspondence on official NASA letterhead. Use plain bond paper for succeeding pages. See Appendix A for stationery to be used for officials in the Office of the Administrator.

4.1.4 Font. Times New Roman 12 is preferred. Use script or italic only for occasional emphasis. To prevent a memo from continuing onto a second page, the font size of the type may be slightly reduced.

4.1.5 Ink. Use black or blue-black ink to sign correspondence.

4.1.6 Margins. Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Set the right and bottom margins at approximately one inch. Set the top margin at one inch on the second and succeeding pages. Do not justify the right margin.

4.1.7 File Copies. Always prepare an official record copy.

a. Official File Copies. Prepare a white copy visibly marked in the upper right corner "Official File" or "Official Record Copy."

b. Other File Copies. Prepare only the number of copies required for distribution, based on the correspondence practices of the preparing office.

4.1.8 Reply to Attn of: line. For Headquarters correspondence, type the writer's organization title (abbreviation is acceptable) which serves as a basic identification symbol and must appear on all outgoing correspondence. Centers use office codes.

4.1.9 Dating Correspondence. Type or stamp the date (centered) two lines above the "Reply to Attn of:" line (e.g., August 20, 2005). Do not use military style (e.g., 20 Aug 2005) or endings such as "st" or "th" after the day (e.g., Aug 20th).

4.1.10 Address. Always type the "TO:," "THRU:," "FROM:," and "SUBJECT:" in all caps.

a. **TO:** Type "TO:" at the left margin, three typing returns below the "Reply to Attn of:" line. Seven spaces after "TO:," type the title of addressee. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo from a title to a name or from a name to a name (use full name; e.g., Ofc of Education/John A. Smith).

b. **THRU:** Use the "THRU:" line when one or more addressees are needed to endorse (i.e., approve, concur, coordinate) the document prior to its receipt by the addressee and when the endorsement needs to appear on the original document. The "THRU:" line addressee signs and dates the memo next to his or her name before forwarding. Type "THRU:" directly below the last line of the "TO:" line. Align the addressee information with the "TO:" line above. Single-space between each "THRU:" line addressee.

c. **FROM:** Type "FROM:" at the left margin, two typing returns below the "TO:" or "THRU:" line. The text aligns with the "TO:" or "THRU:" line. The "FROM:" line includes the office name and title of the signer and should align with the "TO:" or "THRU:" lines. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo to a title from a name or from a name to a name (use full name; e.g., Ofc of Education/John A. Smith).

d. **SUBJECT:** Type "SUBJECT:" at the left margin in all caps, two typing returns below the last line of the "FROM:" line. Begin the text of the subject line two spaces after the colon. If more than one line is needed for the subject, begin succeeding lines aligned with the first character of the subject. State concisely the main topic of the memo. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in a memo, establish it in the subject line so that only the shortened form is necessary in the body of the correspondence. Capitalize the first letter of only key words within the subject line.

4.1.11 Reference Line. Avoid a reference line in a business memo, except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the memo. Type "REF:" at the left margin, blocked, two typing returns below the last line of the subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., type dates in numerical figures (4/5/05). List references as (a), (b), (c), single spaced in chronological order with the most recent date listed first. Align the paragraphs with the text in the "SUBJECT:" line. See Figure 4-2 of this chapter.

4.1.12 Body of Memo. Begin typing the body of the memo two lines below the "SUBJECT:" or "REF:" lines. Use single-spaced text, and double-space between paragraphs. Type text paragraphs in block form. When a paragraph is broken into subparagraphs, number and letter the subparagraphs as shown in Chapter 3, Figure 3-2. Hyphenate sparingly to ensure a uniform right margin. Avoid hyphenating more than two consecutive lines. Also, avoid hyphenating at the end of the first line or the end of the last full line of a paragraph.

4.1.13 Widows and Orphans. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines can be carried over to that page.

4.1.14 One-Paragraph Memo. Double-spacing may be used if a memo contains only one paragraph and consists of 10 lines or less. See Figure 4-2 of this chapter.

4.1.15 Succeeding Pages. Type succeeding page(s) of a memo on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately one inch from the right edge of the page. Continue the body of the memo two lines below the page number. Apply the same margins as those on the first page.

4.1.16 Signature Blocks

a. Format. Type the signature information at the left margin, five typing returns below the last line of text. Type the name of the signing official only. Do not use Mr., Mrs., Ms., or Dr., in the signature block.

b. Acting Official. If it is known before typing that an acting official will sign the memo, type that person's name and the word "Acting" before the title in the "FROM:" line. If the memo has been prepared for the signature of the signing official but is actually signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed.

4.1.17 Enclosures. When an enclosure accompanies a letter, type the word "Enclosure" flush with the left margin, two lines below the last line of the signer's name or title. For consistency, identify either all or none of the enclosures in the text.

a. Enclosures Identified in the Text. When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number as follows:

3 Enclosures

b. Enclosures Not Identified in the Text. When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as follows:

Example of unnumbered enclosures:

4 Enclosures:

Form Letters Handbook

Plain Letters Pamphlet

Organizational Chart

The NASA Scientific and Technical Information System Brochure

or

Example of numbered enclosures:

3 Enclosures:

1. Form Letters Handbook

2. Plain Letters Pamphlet

3. Organizational Chart

c. Marking Enclosures. On the first page of each enclosure, the word "Enclosure" must be typed in the lower right corner; e.g., Enclosure, Enclosure 1, Enclosure 2.

4.1.18 Material Sent Under Separate Cover. When material referred to in the text is sent under separate cover, type "Separate Cover:" at the left margin, two typing returns below the signer's title or the "enclosure" notation if there is one. List the material, whether or not it is identified in the text. Send a copy of the memo with the material that is mailed under separate cover. Example:

Separate Cover:

Form Letters Handbook-10 copies

Plain Letters Pamphlet-10 copies

Correspondence Handbook-10 copies

4.1.19 Courtesy Copies.

a. Courtesy Copies (cc:). Type the distribution of courtesy copies on the original when the recipient needs to know who received copies. Type "cc:" at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below "cc:," single-space the list of recipients, using office or organizational codes and identifying whether HQ or Center (if applicable).

Examples (listed in order of preference):

cc:

Ofc of the Gen Counsel/Mr. Franklin

Ofc of the Gen Counsel/Mr. E. Franklin

Ofc of the Gen Counsel/E. Franklin

Examples of designating officials in an "Acting" capacity:

CIO/Mr. Smith (Acting)
CIO/Mr. M. Smith (Acting)
CIO/M. Smith (Acting)

A dual-column "cc:" distribution list is permitted when the list is too long to fit in a single column on one page.

b. Preferred Order. The following example provides the correct order of recipients of courtesy copies. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names.

Example:

cc:

HQ/Ofc of Institutions and Mgmt/Dr. Warren	1. Originator's addressees first.*
--	------------------------------------

HQ/Ofc of Space Ops/Ms. Olsen

HQ/Ofc of the IG/Ms. Ledford	2. Headquarters addressees next.*
------------------------------	-----------------------------------

HQ/Exploration Sys Missions Directorate/Mr. Owens

HQ/Ofc of Public Affairs/Mr. Sullivan

HQ/Ofc of Ext Relations/Ms. Irwin

ARC/200-2/Ms. Jaynes	3. Centers' codes next.*
----------------------	--------------------------

ARC/233-14/Ms. Chenier

DFRC/O/Ms. Rudy

JSC/AA/Ms. Womack

JSC/AC/Ms. Marshall

**DOC/Mr. Lancaster (w/o encl.)	4. Federal agencies next. *
---------------------------------	-----------------------------

**DOT/Mr. Smith

*GSA/Mr. Merman (w/o encl.)

Johns Hopkins University/Dr. Reader	5. Non-Federal organizations last.**
-------------------------------------	--------------------------------------

Seattle, WA/Mr. Jones

*All lists should be in seniority order if known. Otherwise they should be listed alphabetically and numerically.

**If an organizational acronym is used without first spelling it out, it should be well known to the recipient of the memo.

c. Blind Courtesy Copies (bcc:). Use blind courtesy copies when the recipient does not need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type "bcc:" on the original. The list should include the official file

copy with the Agency filing scheme number from Appendix A of NPR 1441.1, NASA Records Retention Schedules. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o enclosure)" or "(w/o encl.)" after their names or organizations. Identifying "bcc:" recipients and using dual-column "bcc:" lists will follow the same guidelines as stated in Chapter 3, paragraph 3.1.23.a. Example:

bcc:

Ofc of Procurement/Mr. Sullivan
OLA/Official File 1330
OLA/Reading File (w/o enclosure)

4.1.20 Official Record Copy Preparation. The official record copy includes all relevant drafting information concerning the correspondence.

a. Identification of Office, Writer, and Typist.

(1) On the bottom of file copies of the signature page, type the organization of the preparing office, the writer's first initial and surname, the typist's initials, date of typing, and the writer's telephone extension. Example: OLA/JSmith:abd:2/20/05:1234

(2) If the memo is rewritten or retyped, type a second identification line directly below the first. Example:

OLA/JSmith:abd:2/20/05:1234
Rewritten: OLA/EJones:olr:2/28/05:8135
Retyped:OLA/sdf:3/5/05:1024

b. NPD 1440.6, NASA Records Management, and NPR 1441.1, NASA Records Retention Schedules, contain the NASA numbering system for indexing files. Type the official file number on all file copies as indicated in paragraph 4.1.20.a.

4.2 Concurrences

4.2.1 Obtaining and Documenting Concurrences

4.2.1.1 If concurrences are required, type the office title and names of concurring officials on the bottom of plain bond paper (first page) which will be used as the official file copy of the memo. Concurring officials will sign and date in the space provided.

4.2.1.2 Each time a memo is rewritten or retyped, an updated identification line should be added to the official record copy. Replace and destroy all previous copies except the official copy and the marked-up copy. Mark through the previous official copy with a diagonal red line and staple it to the back of the rewritten one. If the marked-up copy is other than the official one, fold it and place it on the top of the package for the attention of the rewriter or reviewer.

4.2.1.3 Sometimes it is necessary to have concurring or approving officials sign on an original letter or report; e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

Concurrence:

(Name and Title)

(Date)

Approval:

(Name and Title)

(Date)

4.3 Assembly for Signature for Memos

Assemble memos as illustrated in Figures 4-7 and 4-8.

4.4 Multiple-Addressee Memos

4.4.1 Memos are often addressed to more than one individual and require a variety of formats. Study the figures in this chapter before preparing a multiple-addressee memo.

4.4.2 Address. If a memo is addressed to more than three individuals, address it to a categorical group. If addressees do not fall under a category, address the memo to "Distribution." Figures 4-7 through 4-11 illustrate forms of addressees for all variations of multiple-addressee memos.

4.4.3 Original vs. Photocopy. When addressees are listed in the "TO:" line of a memo, send each individual an original memo with an original signature. If addressees are part of a distribution list, send each addressee a photocopy of the signed memo and retain the original in the official file.

4.4.4 Distribution List. Type the name of the specific group or "Distribution:" two typing returns below the signature block, the enclosure line, or the separate-cover listing line as applicable. Begin the list of all recipients directly beneath the heading. Single- space the list and arrange in alphabetical order by Center/Code (or organization), except when listing those names at the signer's Center first. When the list will not fit on the same page as the signature, type a separate page for the distribution list, or a dual-column list may be used. After the memo is signed, staple the list in front of the memo. See Figure 4-7.

4.5 Memorandum for the Record

4.5.1 A memorandum for the record is an informal memo used to establish an official record of telephone conversations, meetings, conferences, or travel. See Figure 4.12.

4.5.2 The original is filed by the author for future reference; therefore, a "TO:" line is not required.

4.5.3 A "cc:" notation, as shown in Figure 4-12, names individuals who are to receive copies. All other rules for preparation of memos apply to this figure.

4.6 Envelopes and Mailing

4.6.1 See Chapter 7: Envelopes and Mailing, for specific preparation instructions. Consult with your Center's Mail Manager for information on mailing services.

4.6.2 Do not type instructions on the memo indicating special handling or mailing services; e.g., Special Delivery, Certified, or Registered. Consult with your Center's Mail Manager for information on special mailing services.



National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001

(Center date)

Reply to Attn of: **Office of Human Capital Management**
(Three typing returns)

TO: Associate Administrator for Institutions and Management

FROM: Assistant Administrator for Human Capital Management

SUBJECT: Format for NASA Standard Memorandum
(Three typing returns)

This is the standard format used for preparing memos within NASA. Memos are typed in block style. The "Reply to Attn of:" line is the first line of the memo and establishes the top and left margins.

Use all caps to type TO, FROM, and SUBJECT. Double-space and align each item. The use of titles is preferred; however, a full name is also acceptable.

If more than one line is required for the subject line, begin succeeding lines flush with the first character of the subject. If responding to a memo, use the same subject as the incoming memo. Spell out acronyms or abbreviations and follow them with the acronym in parentheses if they are used in the body of the memo. Capitalize the first letter of key words within the subject line. Do not use a salutation or complimentary close.

Vicki R. Black

Enclosure

cc:
Management Systems Division/Ms. Flicker

Figure 4-1 Standard Memo

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Office of Human Capital Management**
(Three typing returns)

TO: Deputy Administrator
THRU: Associate Administrator for Institutions and Management
FROM: Assistant Administrator for Human Capital Management
SUBJECT: "THRU" and "REF" Lines in Standard Memos
REF: (a) U.S. Government Correspondence Manual, February 2005
(b) NPR 1450.10D, January 2005
(Three typing returns)

This is an example of a one-paragraph memo that consists of less than 10 lines.

Note that it can be double-spaced. Use this format when "THRU" and "REF" lines are used.

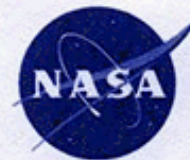
Vicki R. Black

Enclosure

cc:
Management Systems Division/Ms. Flicker

Figure 4-2
One-Paragraph Memo with "THRU" and "REF" Lines

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of External Relations
(Three typing returns)

TO: Kennedy Space Center
Attn: Director

FROM: Chief of Strategic Communications

SUBJECT: Update of Planned Russian Attendance for STS-121 Launch
(Three typing returns)

This is an example of a standard memo from Headquarters to a Center.

Figure 4-3
Standard Memo from Headquarters to a NASA Center

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: CN22 (This identifies a Center-specific code or organization.)
(Three typing returns)

TO: NASA Headquarters
Attn: Secretary to the Chief Financial Officer

FROM: CN22/Correspondence Program Manager

SUBJECT: Standard Memo
(Three typing returns)

This is an example of a memo from a Center to a Headquarters office.

***HQ letterhead used for illustrative purposes only. Of course, the Center will use its own letterhead.**

Figure 4-4
Standard Memo from a NASA Center to Headquarters

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Office of Human Resources**
(Three typing returns)

TO: Chair, Incentive Awards Board

FROM: Executive Secretary, Incentive Awards Board

SUBJECT: Designation of Expert Panel Members
(Three typing returns)

I request your approval of the nominations I received from the Incentive Awards Board members for individuals to serve on the expert panel for this year's honor awards nominations (see enclosure).

As soon as your response is received, I will send a formal notification memo to the approved panel members.

Antonio T. Rodriguez

Enclosure

Approval:

(Five typing returns)

James L. Hyde
Chair, Incentive Awards Board

(Date)

Figure 4-5
Memo Depicting an Approval Line

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of Institutions and Management
(Three typing returns)

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers

FROM: Associate Administrator for Institutions and Management

SUBJECT: 2006 Federal Savings Bond Campaign
(Three typing returns)

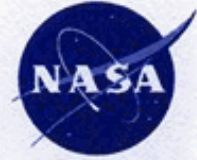
The 2006 Savings Bond Campaign begins next month. This year's theme is "U.S. Savings Bonds, A Great Way to Save." The purchase of Savings Bonds is an investment which helps promote personal savings and reduce the cost of Government financing. For this year, I have set a participation goal of 40 percent within NASA. I will be assigning a chairperson for this year's campaign within the next week and will provide that individual's contact information.

Your involvement in this program is appreciated.

Richard A. Millhouse

Figure 4-6
Multiple-Addressee Memo to Officials-in-Charge of Headquarters Offices and Center Directors

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of the Chief Education Officer
(Three typing returns)

TO: NASA Executive Resources Board Members

FROM: Chief of Strategic Communications

SUBJECT: Multiple-Addressee Memo to Specific Group
(Three typing returns)

When a memo is intended for a specific group of individuals, enter a categorical address on the "TO" line. Do not abbreviate or use acronyms in either the "TO" or "FROM" lines. Establish the use of the acronym by spelling it out first, followed by the acronym in parentheses, either in the "SUBJECT" line or the first time it is used in the text.

List all recipients at the bottom of the memo under the heading of the categorical address.

Richard A. Millhouse

NASA Executive Resources Board Members:
Office of Diversity and Equal Opportunity/Dr. Winns
Office of the General Counsel/Mr. Phillips
Office of Public Affairs/Mr. Morgan
Science Mission Directorate/Mr. Gilmore
GRC/Dr. Jackson
GSFC/Mr. Brewer
SSC/Mr. Hohl

cc:
Office of the CIO/Ms. Davidian

Figure 4-7
Multiple-Addressee Memo to Specific Group

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: Office of the Chief Education Officer
(Three typing returns)

TO: Distribution

FROM: Chief of Strategic Communications

SUBJECT: Multiple-Addressee Memo to Distribution
(Three typing returns)

When no categorical address can be identified, the "TO:" line should be addressed to
"Distribution."

List all recipients at the bottom of the memo under a separate heading of "Distribution."

Richard A. Millhouse

Distribution:

Office of Diversity and Equal Opportunity/Dr. Morgan
Office of the General Counsel/Mr. Phillips
Office of Public Affairs/Mr. August
Science Mission Directorate/Mr. Gilmore
GRC/Dr. Johnson
GSFC/Mr. Olson
SSC/Mr. Orgeron

cc:
Office of the CIO/Ms. Davidian

Figure 4-8
Multiple-Addressee Memo to Distribution

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Space Operations Mission Directorate**
(Three typing returns)

TO: Chief Safety and Mission Assurance Officer

Marshall Space Flight Center
Attn: DA01/Director

FROM: Associate Administrator for Space Operations Mission Directorate

SUBJECT: Multiple-Addressee Memo to Headquarters and Center from
Headquarters
(Three typing returns)

Use this format when addressing a memo to an individual at Headquarters and to an individual at a NASA Center.

Figure 4-9
Multiple-Addressee Memo to Headquarters and a NASA Center

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Space Operations Mission Directorate**
(Three typing returns)

TO: Goddard Space Flight Center
Attn: 151/Chief, Financial Management Division
201/Chief, Institutional Support Office
331/Chief, Facilities Division

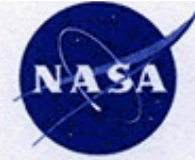
FROM: Associate Administrator for Space Operations Mission Directorate

SUBJECT: Multiple-Addressee Memo to Center from Headquarters
(Three typing returns)

When a memo is addressed to no more than three individuals at the same NASA Center, list the individuals either alphabetically or numerically (single-space between addressees). If four or more individuals are being addressed, address the memo to "Distribution" as depicted in Figure 4-8.

Figure 4-10
Multiple-Addressee Memo to Three Individuals Within a NASA Center

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **Office of Institutions and Management**
(Three typing returns)

TO: Associate Administrator for Exploration Systems Mission Directorate
Associate Administrator for Science Mission Directorate
Associate Administrator for Space Operations Mission Directorate

FROM: Associate Administrator for Institutions and Management

SUBJECT: Multiple-Addressee Memo
(Three typing returns)

Memos may be addressed to up to three individuals within Headquarters or a NASA Center. If the number of addressees exceeds three, address the memo to "Distribution" as depicted in Figure 4-8.

Figure 4-11
Multiple-Addressee Memo not to Exceed Three Individuals Within Headquarters

National Aeronautics and
Space Administration
Headquarters
Washington, DC 20546-0001



(Center date)

Reply to Attn of: **MEMORANDUM FOR THE RECORD**
(Three typing returns)

From March 8 through March 12, 2006, William F. Johnson may approve use of the autopen for the Administrator's correspondence.

Paul B. Richardson
Director, Flight Operations

cc:
Office of the Administrator/Ms. Cagle
Office of the Administrator/Ms. French
Office of the Administrator/Mr. Lee

Figure 4-12
Memorandum for the Record

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